

Hobey,

Personnel in its infinite wisdom after a cursory review makes these arbitrary decisions. It is easy for them, of course, because they are not responsible for turning out the work in a cogent and efficient manner. The

STATINTL

is already questioning the capability of the people we furnish with. If we cannot recognize professional competence by higher grades, we cannot hope to develop and retain competent professionals.

Suggest an appeal to the DDA. The quite well aware of CSAD's duties and responsibilities.

<u>Requested</u>	<u>Buzz wants</u>	<u>Approved PMED</u>
C/CSAD 16	C/CSAD-16	C/CSAD - 16
DC/CSAD 15	C/EAST- 15	C/EASTERN - 15
C/50. Audit Br. 14	Audit Br 14	DC/ EASTERN 14
C/NE Audit Br 14	Audit Br 14	14 Downgraded A 13

Get 14 back for CSAD

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20 May 1974

MEMORANDUM FOR: Office of Personnel/ Mr. [REDACTED] X3685

STATINTL

SUBJECT : The Necessity for Two GS-14 Positions in the Eastern Audit Branch, of the Commercial Systems and Audit Division, Office of Finance

1. The positions in the Audit Branches of CSAD are graded according to professional competence and experience. Supervision cannot be used as a criterion for evaluation. In the Eastern Branch, except for senior/junior auditor relationships and report review, all supervisory responsibility rests with the Branch Chief. In the pyramidal hierarchy that characterizes organization in the Agency, it is essential that grade structure provides recognition for professional competency and experience. Too many times the necessity for placing a professional in a management position in order to be able to reward him for his professional competency has resulted in the loss of an excellent professional and the acquisition of an incompetent supervisor.
2. A review of CSAD's fitness reports and job descriptions shows virtually the same tasks with the only differentiation between GS-11's and GS-14's being the degree of competency and experience required for qualification for the grade involved.
3. The fact that there are two GS-14's in the Eastern Audit Branch is the result of a larger base - more positions than the Western Audit Branch, requiring more room for professional advancement. It should be noted that the three Liaison Auditor positions are all GS-14's, not based on supervisory requirements but on competency and experience requirements of a professional nature.
4. The degree of difference in professional competency requirements between a GS-13 and a GS-14 is difficult to definitize. Professional competence might even be the same, with a shade of greater experience, exposure to more variations of accounting systems and problems, making the difference.
5. When CSAD is faced with having to audit a contract with a contractor having an extremely complex accounting system and with whom we can expect to have problems, we immediately bring to mind the present incumbents of the GS-14 positions. If it is to be an overhead audit (the most highly technical type of

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audit we do), or the analysis of a complex proposal, we rely on, with a feeling of security, our GS-14's. They can, without constant consultation with the Branch or Division Chief, do the job. Their shade of greater experience or professional competence assures that just as it is the reason why they are GS-14's and not GS-13's.

6. It is likely that the incumbents in these positions will complete their career and retire from the Agency without moving into management roles. It would be a pity and a real loss to the Agency if recognition of their skills and experience could only be done by transferring them from their spheres of competency into the generalist area of "management."



STATINTL

Chief
Commercial Systems and Audit Division

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OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	OE/SS	11/6	CMB
2	[REDACTED]		
3	1213 Key		
4			
5			
6			

ACTION	DIRECT REPLY	PREPARE REPLY
APPROVAL	DISPATCH	RECOMMENDATION
COMMENT	FILE	RETURN
CONCURRENCE	INFORMATION	SIGNATURE

Remarks:

See on the memo of mention.
Also my comment on the unhook
bit.

1 to 2 - Has [REDACTED] seen these
papers?

FOLD HERE TO RETURN TO SENDER

FROM: NAME, ADDRESS AND PHONE NO.

DATE

C CSAD 926 4205 3583

11/17/76

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Toby,

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